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ABSTRACT

This is a study of the needs and potential of the Shared Acquisitions and Retention System (SHARES). Some preliminary recommendations are: (1) appoint a senior project officer; (2) organize a permanent machinery to coordinate acquisitions of expensive or bulky purchases among member libraries; (3) develop microfilm projects; (4) apply for funds from New York State, the federal government or from foundations to enable the purchase of materials considered to be essential for the region or the nation; (5) study the necessity of support for specific subject collections; (6) develop long range plans with regard to cooperation in acquisitions and possibly cooperative and/or centralized processing and (7) New York Metropolitan Reference and Research Library Agency (METRO) should contact libraries in its geographical area to take responsibility for the retention of last copies of certain types of material or of material in defined subject areas. (MF)

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SHARED ACQUISITIONS

and

RETENTION SYSTEM

(SHARES)

for the New York Metropolitan Area

A Proposal for Cooperation among METRO libraries

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Shared Acquisitions & Retention System [SHARES] for the New York Metropolitan Area.
A Proposal for Cooperation among METRO Libraries
(1969)

NEW YORK METROPOLITAN REFERENCE AND RESEARCH LIBRARY AGENCY
11 West 40th Street, New York, N.Y. 10018

ED039906

ACTION PROGRAM

A. Project officer

1. Metro should appoint a senior officer to be in charge of the SHARES program and to develop its implications. Initially, he could also be responsible for communications and transportation.

B. SHARES acquisitions programs

1. SHARES should organize a permanent machinery to coordinate acquistions of specific expensive or bulky purchases among member libraries. Permanent members of this SHARES acquisitions committee should be the selection librarians of the major research libraries and the responsible METRO officer, with invited members of other university and college libraries, public libraries and special libraries if the subject of the materials falls into their domain. Any member of METRO may suggest items for purchase. The decisions of the committee should be published periodically.

2. An evaluation of the many cooperative acquisitions agreements actually in operation will be essential and the results should be incorporated into larger plans. SHARES should stimulate further development of bilateral and multilateral acquisitions agreements in the city.

The committee should also review the various existing and forthcoming major blanket order programs in an effort to eliminate unnecessary duplication through divisions in responsibility.

3. SHARES should stimulate the development of important microfilm projects.

4. SHARES should apply through METRO for funds from New York State, the federal government or from foundations to enable the purchase of materials to be considered essential for the region or the

nation. Such jointly acquired materials will be placed in the most desirable location or in the assigned METRO repository.

5. SHARES should study the necessity of support for specific subject collections in the METRO region. In addition to Shank's recommendations in this respect, special attention should be given to the biochemical sciences, the social sciences and the humanities. Requests for outside financial or organizational support should be developed by SHARES. Emphasis should be placed on those collections which are to be considered of vital regional or national interest and for which the burden of upkeep and servicing becomes too much for the responsible institution.

6. SHARES should develop long range plans with regard to cooperation in acquisitions and possibly cooperative and/or centralized processing. Continued study and exploration will be needed in order to evaluate the problems and possibilities.

C. SHARES retention and storage programs

1. METRO should contract with one or more libraries in its geographical area to take responsibility for the retention of last copies of certain types of material or of material in defined subject areas. This retention network will bring little used materials to those places where its usefulness will be optimal. The general terms of the contracts will call for the need for direct access and interlibrary loan if physically possible. The retention center(s) will receive a fixed amount of money for each title handled. Within the limitations of the contract the materials should become property of the designated retention center.

2. The Medical Library Center of New York has indicated a willingness to assume the role of repository for the METRO area for materials in the medical sciences. For most other subject areas, The New York Public Library should be considered as the most effective possibility. The need and possibilities for the se-

lection of other subject repositories, notably in the fields of law and theology, should be explored as soon as possible.

3. Although no specific data are available, there is an apparent need for repositories for certain types of materials. In this connection The New York Public Library should become the down-state Regional Depository Library for U.S. Government Documents, with possible support through METRO.

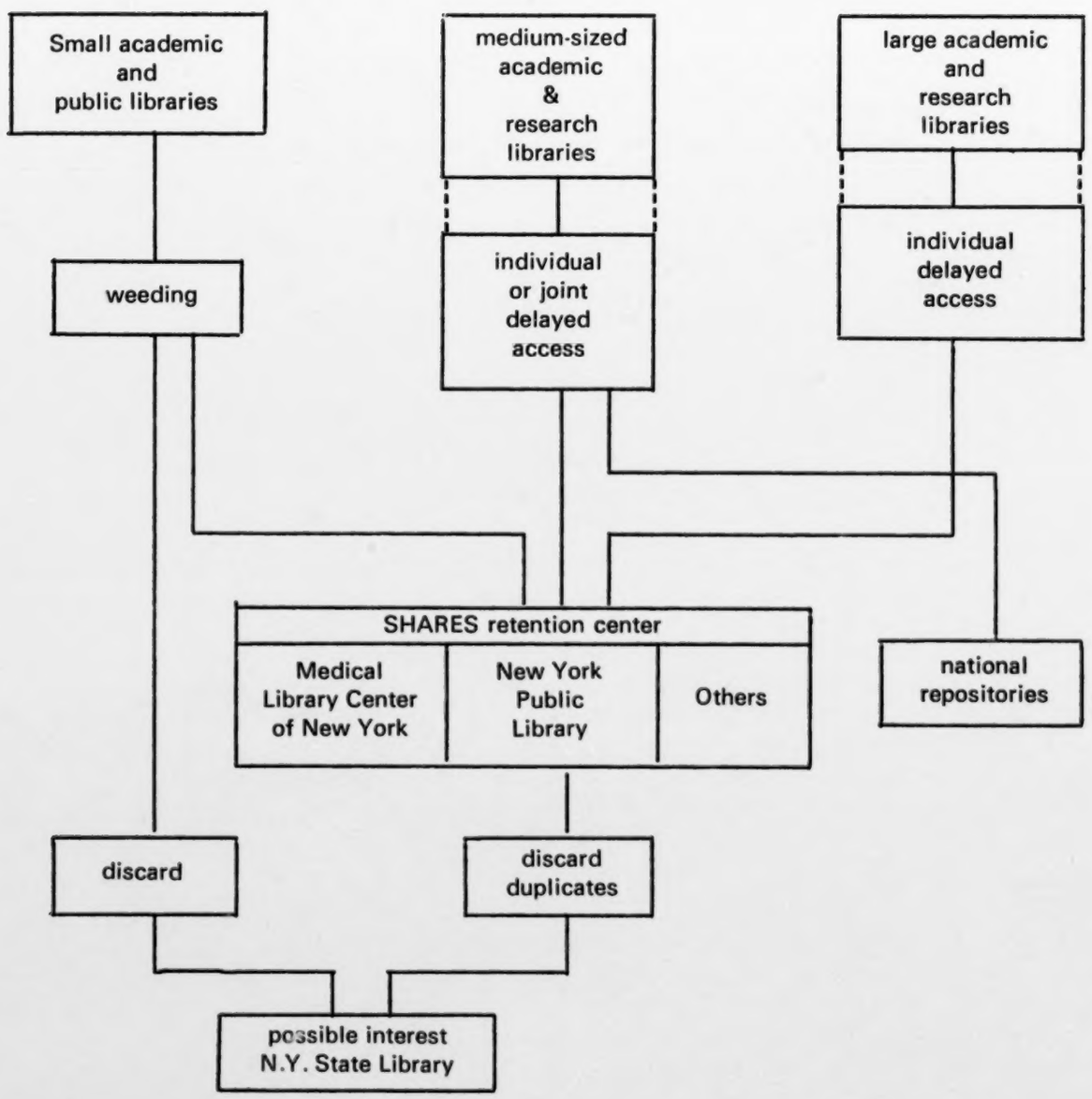
4. Through the appropriate agencies SHARES should stimulate discussion of cooperation with regional and national networks and centers, notably the Center for Research Libraries in Chicago. Only in such cooperation can the highest degree of efficiency and accomplishment be reached. The possibility of group membership in the CRL should be actively explored, as well as the possibilities for subsidy of such a relationship.

5. SHARES should explore the need for a regionally coordinated plan for preserving in some form deteriorating library materials. Pilot projects should be selected and efforts should be made to fund and launch programs using current technological methods. All this should be in coordination with national developments.

6. In order to alleviate space problems in smaller academic libraries, serving a primarily undergraduate educational program, SHARES should stimulate active weeding and be able to advise librarians on this matter, if desired. There are several possibilities for stimulation, such as the publication of promotional materials, standards, manuals and cost figures, the organization of lectures and workshops and assistance through consultants.

7. A file should be developed of the need for and the availability of stack space for temporary storage. Many libraries have active building programs, but need space for the time being. Regular contact with METRO members will be required in order to keep track of this rapidly changing situation.

SHARES RETENTION CENTER



PREFACE

To single out cooperative or shared acquisitions, storage and retention from the total spectrum of library cooperation is a hazardous matter. All cooperative activities of libraries are interdependent to a high degree and one cannot discuss specific subjects without constantly touching upon others. Yet, in making our recommendations for SHARES, the Shared Acquisitions and Retention System for METRO, we hope to have made another constructive step on the long road towards total library service.

Success will only be possible however if SHARES can be combined with an effective communications system in its widest sense. Of all aspects, we want to emphasize human communication as the most important. No cooperative system, however reasonably and cleverly designed, can function without the positive and imaginative support of all people involved and communication on all levels of library administration.

It is with this communication concept in mind that we offer our report to METRO and its members, whose firm interest in development of cooperative ideas was the start of this project. The survey was prepared and published with the assistance of the New York State Science and Technology Foundation and the New York State Education Department.

Although this report does not necessarily represent the opinions of the many people who have made contributions, we want to acknowledge our gratitude to a number of persons without whose involvement it would have been impossible to execute the project.

Donald C. Anthony (Columbia University) and David R. Watkins (Fordham University), in their functions as chairmen of METRO's Special Projects Committee and METRO's Library Use and Resources Committee respectively, were available for much-appreciated advice throughout the study, as well as METRO Board liaisons, Morris A. Gelfand (Queens College), Richard H. Logsdon (Columbia University), Dean E. J. Schonleber (Manhattanville College) and Brother Alexander F. Thomas (Iona College).

Special consultants Joseph T. Hart (N.Y.U.), Erich Meyerhoff (S.U.N.Y. at Buffalo) and Russell Shank (Smithsonian Institution) added a wealth of experience. At critical stages during the project our discussions with James W. Henderson (N.Y.P.L. Research Libraries), Gordon Williams (Center for Research Libraries), Jean L. Connor and E. J. Josey (N.Y. State Education Department) were most helpful.

We are greatly indebted to the administrations of the Joint University Libraries and the Peabody Library School for giving us the opportunity to work on this project within the framework of our present obligations and to Frances Hardie, Flora Graham and Betty Selph, fellow workers at the Joint University Libraries, who, each in her own way, have made significant contributions.

Above all, however, it is the METRO staff which has carried the burden of skippering the project through many complicated phases. The knowledge, imagination, tact, and productivity of John M. Cory, L. Dawn Pohlman, Marion L. Simmons, Heinz Spongner and Dorothy Petersen have proved to be invaluable.

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Nashville, Tennessee, March 1969

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BACKGROUND

The idea of a cooperative library for the New York area has been in the air for over twenty years. From the beginning its realization was hampered by a variety of factors including conflicting opinions about the essential role of such a library, uncertainty about sources of financial support, and lack of a clearly defined legal basis for such cooperation. Over the years successive proposals have distilled the original idea and clarified goals and support. The local tendency toward resolution of the problems involved is also a reflection of broader currents affecting library cooperation at the state and national level. The success of other cooperative ventures has also furnished precedent.

Initially, cooperative solutions to the problem of rapidly expanding collections were the concern of academic librarians in the Northeast. In the period from 1947-1952 librarians of Yale, Harvard, Columbia and The New York Public Library considered a regional library to relieve growth problems. But they soon discovered that they could not agree about the functions of such a library. "We seek through united effort . . . to reduce unnecessary duplication and find ourselves hampered by a set-up which excites competition, rivalry, even dark jealousy."[1] Two variant concepts emerged: one, espoused by Keyes Metcalf of Harvard, emphasized cooperative storage; the other, the product of the thinking of Carl White of Columbia and the New York Steering Committee, sought a broader role for the new Library. "Its activities would include acquiring and housing publications, whether old or current, cataloging these publications, distributing catalog cards and reproducing library materials photographically."[2]

In an effort to reconcile the conflicting viewpoints the trustees of the interested institutions appointed a firm of management consultants, Cresap, McCormick and Paget, to work out an acceptable compromise. Their recommendations, incorporated in their report, *The Growth Problem In Research Libraries of the Northeast,* included a two-phase program. Phase one outlined solutions for the space problem in the individual libraries, such as increasing the capacity of stack areas, exploring the need for auxiliary storage, segregating inactive materials, microfilming long runs and weeding duplicates. Phase two broached collective solutions and urged the development of criteria for the classification of the materials to be widely held in the region. A four year study to initiate both phases was suggested, but was not accepted by the trustees. This was the end of an inter-state approach to the problem.

A more local approach to a cooperative library stemmed from the efforts of the Council of Higher Educational Institutions in New York City, which was chartered by the Board of Regents of the University of the State of New York in 1957. The Council's objectives were to identify promising areas for cooperative action, to promote cooperative projects, and to foster interest in cooperation. The Council's report, *Cooperative Library Service for Higher Education* (1960) confirmed the "acknowledged and unique place held by the Reference Department of The New York Public Library." It also recommended a system of supplementary academic libraries to be built and operated in the metropolitan area primarily for the use of college students and to be administered by the public library systems. It was suggested that five libraries be built in ten years, and that one might encompass a storage warehouse for bulky, little-used materials.

The Council's report served as a regional supplement to the *Report of the Commissioner's Committee on Reference and Research Library Resources* (December 1961), which stressed two concepts for the state as a whole: (1) "The need for a total coordinated program which includes all types of libraries, academic, special and public," and (2) "The need for a plan of sufficient flexibility that it can evolve to meet

[1] College and Research Libraries 11:230 (1950).
[2] College and Research Libraries 11:234 (1950).

changing needs and remain sensitive to rapid shifts in the frontiers of knowledge and modern technology."

Plans for state-wide cooperation in reference and research service received impetus from the series of reports prepared by Nelson Associates. One of these dealt specifically with the metropolitan area: *Prospects for Library Cooperation in New York City;* Planning for More Effective Utilization of Reference and Research Resources (1963). Among the proposals for cooperative activities were: the establishment of a New York Library Service Authority (NYLSA), construction of an undergraduate reference library at 42nd Street, a program for inter-institutional use for students and faculty members, a research program on library activities in the area, improved utilization of paperbacks for reserve collections, "identification of special subject advanced research level holdings and their designation as the advanced research centers under the 3R program," and site location study to select optimum site or sites for future college-oriented reference libraries. NYLSA was defined as "an independent, permanent, professionally staffed instrumentality to coordinate the effort of libraries to improve their services to their own constituents and to maximize the utilization of their joint resources . . ." Among its functions the authority was charged with exploring "among its members the need for cooperative storage and examine how, if the need warranted it, such a service would be provided." (VI-7)

METRO's history and organization has been more than adequately decribed elsewhere [1] and, although a current list of METRO members is attached,[2] we shall not go into further detail. Important in the chronology of our project however are the following statements:

1. Shank, in his highly stimulating study: *Regional access to scientific and technical information* (1968) calls for the establishment of a Delayed Access Storage Center (DASC) to house various kinds of little-used materials. Based on the result of questionnaires he reports the need to store approximately 150,000 volumes during the next ten years. He adds however: "Unfortunately the burden of financing DASC might well fall to only a few of the libraries in the area, and unless a highly favorable cost-effectiveness ratio can be shown for the Center, it will be difficult to justify." Shank emphasizes the need for cooperation with the Center for Research Libraries (CRL) in Chicago in view of CRL's active collecting program in little-used materials in science and technology, such as foreign theses, old trade journals, etc. He continues: "If it is not possible to involve CRL as a strong and active arm of the New York region's library service, then DASC should begin a limited acquisition program of its own for lesser used materials."

2. METRO's Special Projects Committee recommended the establishment of a centralized storage facility in a statement of February 8, 1968. The recommendation was accepted for further study and on May 31, 1968. METRO's board applied for a grant from the Division of Library Development in the State Education Department. "The immediate goal of the project is to explore the needs for cooperatively acquiring materials and for storing infrequently used library materials. It would also explore the need for taking the initiative in inaugurating microcopying projects for the preservation or acquisition of materials." The grant was received and was to be used "to hire a project director with three specialties, acquisitions, photographic service, and storage/management, to explore the needs for cooperative acquisition and storage in the area. On the basis of these findings he would institute a selective acquisitions program, especially in microforms, test the possibility of storage, at METRO expense, of existing special collections held by member libraries, and for infrequently used materials to be stored at the expense of METRO members now holding them. These materials would be made available to readers through interlibrary loan, photocopy or on-site use." Funds were also available for the study from a previous grant made to METRO by the New York State Science and Technology Foundation. METRO then commissioned the author to make a design study and to report on his findings with suggestions for action.

[1] John M. Cory, The network in a major metropolitan center (METRO) Libr. Q. 39:90-98 (1969).

[2] Appendix B.

PROCEDURES

Rather than taking the initiative to establish a Cooperative Acquisitions and Storage Center, we decided, after extensive consultation with METRO staff members, committee members, and individual librarians in the area, that the question of the nature and the need for such an operation was far from answered.

The questionnaires used by Shank were carefully studied and it became clear that there were only two major contributors to the figure of 150,000 volumes: New York University Libraries and Columbia University Libraries. Since then building plans at N.Y.U. have developed to the stage where the original figures are no longer representative. At Columbia it was felt that the moving from campus of sizable amounts of books and journals would be unacceptable to the faculty. This left us with very little evidence and the need for a new survey became apparent. Thus, storage became the central issue of the total project, as the other aspects were largely dependent on the establishment of a central facility. The cooperative acquisitions needs were to be explored simultaneously, but the implications had to wait until storage decisions were taken.

As the New York State Education Department grant included funds for renting of space it was essential that reliable quantitative data be acquired from interested libraries. A detailed questionnaire was designed asking the following fifteen questions for each of a long series of material types, such as discontinued serials, newspapers, college catalogs, technical reports, etc.:

1. Do you have holdings of this material (more than incidental volumes)?
2. Are they fully cataloged?
3. Are they stored separately?
4. Do they create a space problem?
5. Do you have an active acquisitions program for current materials?
6. Do you make efforts to fill in retrospectively?
7. Is there regular use of the collection (more than once a month)?

If central storage space could be arranged with adequate communications system:

8. Do you see a need for such a collection locally?
9. Would you be willing to put these materials in central storage?
10. Would a delay of two or three days be acceptable to your users?
11. Would on-site use be required?
12. How many volumes approximately would be involved?
13. Would you be willing to transfer title?
14. Would you be interested in complete coverage available?
15. Would microform of this material be suitable?

Approximately twenty questions relating to space, storage, and weeding in general were added.

Some committee members, however, felt that it was impossible to answer these questions adequately and the METRO staff in cooperation with members of the Special Project Committee designed a questionnaire [1] that was used during interviews.

In the months of October and November, 1968, approximately 35 of the then 53 members of METRO were visited by METRO staff members, consultants and METRO committee members. During the special membership meeting in November, the project was discussed with interested librarians. Various meetings were held during December to discuss interim recommendations with individual librarians, consultants and METRO staff members.

[1] Appendix A.

RESULTS

The analysis and evaluation of the questionnaires proved to be a complicated matter. First of all, the information acquired from the librarians may not be complete. Librarians, after all, are in many cases dependent on policies set by higher administrative bodies. Their opinions are therefore not necessarily representative. Most of the librarians reporting, for instance, that they would like to transfer materials to a storage center, added the remark that they would have to check with their boards before being able to make a decision. In this respect it should be mentioned that in only a few cases did librarians have any concept of what their library was planned to look like ten years from now if any such plans were available at all. Another problem was created by the fact that the interviews were conducted by at least six different persons, resulting in as many different interpretations of some of the questions.

Below, we shall try to report on the combined findings in a systematic way. Thirty-five librarians were interviewed, but not all of them expressed opinions on each issue.

1. Seventeen librarians showed interest in depositing infrequently used library materials elsewhere, still subject to their control and recall. Although not specifically asked for, no library had readily available data on how many volumes were involved. In many cases the interest was only of a temporary nature, as building plans were in progress. Fourteen libraries were not interested. The reasoning ranged from "enough space available" to "board would not agree." Transferring title and possession of unused or little-used materials had the support of eighteen librarians. Thirteen claimed that it was impossible for them. Included in the support of total transfer were some of the larger academic libraries.

2. The establishment of a METRO-operated storage center for holding transferred, deposited, or cooperatively acquired materials had twenty-three supporters. The most enthusiastic support however comes from small academic libraries who do not expect to contribute, but who would like to use the stored and acquired materials. Eleven libraries voted against, for a variety of reasons. Some were against because of the prohibitive cost, some on principle, others because of disinterest.

Most METRO members feel that delivery service, on-site study service, microfilm and preservation facilities are highly desirable aspects of such a center. Except for three librarians, all were extremely interested in delivery service within the New York metropolitan area, regardless of the operation of a center.

3. A surprising number of librarians (twenty) were not interested in the use of existing storage centers, such as the Center for Research Libraries (CRL) in Chicago. This is probably due in part to a lack of knowledge about CRL activities and plans. Some of those who had had experience claimed that dealing with CRL, both in depositing and borrowing, was a very slow process. Few librarians believed that the three-day access time claimed possible by CRL was feasible in practice. Many librarians felt that a METRO-operated storage center should function as an Eastern center, although location would not guarantee greater efficiency. Some of the larger libraries have an interest in cooperation, but the dues structure and CRL financing in general, have apparently kept them from joining. Eleven librarians considered extensive METRO cooperation with CRL essential. It seems clear that a public relations campaign on behalf of CRL would not be out of place.

4. The concept of cooperative decentralized storage was apparently not very clear to all librarians interviewed. Although a small majority show interest, there was a great variety of opinions for and against. Opponents claimed that decentralization would lead to confusion and could only operate with a large degree of centralized listing.

5. Twenty-five librarians (versus five) supported the idea of assignment of primary collecting responsibility for specified materials among METRO members. Reports were given of many of these activities

on a partial or local level. Most of the requests for further programs came from small academic libraries and public libraries.

The acquisition of material by METRO to supplement local collections had general support, but some libraries indicated a fear that this service might be used by some institutions to sidestep their responsibilities. It was generally felt that these supplemental collections should be in the public domain, at least through well-organized interlibrary loan.

6. Other suggestions called for centralized technical processing. Notably, card reproduction was mentioned more than once. Also mentioned was the possibility of distribution of gifts and duplicates among METRO members.

7. The results of the question on specific types of materials are not revealing. As no data on holdings were asked for, all libraries expressed interest in having these materials available, somewhere else.

8. There was absolute unanimity among METRO librarians at least on one item. Everybody felt that the technique of interviewing combined with questionnaires mailed in advance, was the most acceptable way of data-gathering. Not only does this give the membership an opportunity to meet with METRO staff and discuss other relative matters, but also it was felt that most questions on questionnaires — ours included — could not be answered with yes or no only.

Generally speaking, the survey showed that, although space is a problem in New York, the METRO membership feels that it is not the most vital issue at this moment, except in a few individual cases. In almost every interview the need for increased communication in its widest sense was brought up, but of even more significance was the matter of access.

Although members feel that in some subject areas metropolitan New York needs supplemental collections, in general all those interviewed recognize the fact that New York has in its area the richest book collection in the nation and perhaps the world. The differences in opinion are split along the lines of the haves and the have-nots. Large libraries feel that they are already overburdened in supporting their own constituency and cannot take increased responsibility. The smaller academic libraries would like to see these rich resources available to their students and faculty members. In the next chapter we shall deal with some of these matters in detail as far as they pertain to this study. A special METRO committee is studying the total implications of the access question.

Communication is already high on the METRO priority list and this survey underscores the validity of that emphasis. It is felt that most of the other cooperative programs are highly dependent on an adequate communications system.

DISCUSSION

We can distinguish the four conventional categories of libraries among the METRO membership: public libraries, special libraries, small academic libraries serving a primarily undergraduate student body, and large academic and research libraries with emphasis on graduate and postgraduate study and research. Some libraries, of course fall into more than one category.

Many of the problems encountered in our survey relate to those specific groups of libraries and we will now review these issues for each group and make recommendations for solutions, if there are any. In most of these cases the recommendations do not involve METRO in a direct sense. A special METRO action program is given in the next chapter.

Very few *public libraries* report a space shortage. Most of them have a continuous weeding process. The interest in increased communications is overwhelming. Many independent delivery systems operate throughout the metropolitan area, without an organized coordinating program. METRO's Central Advisory and Referral Service (CARES) is considered of great importance and it seems essential that more information about publicly accessible research collections become available. Although coordination of collection development already takes place in many public library systems, there are posibilities for improvement. With the increased demand from students a systematic effort to provide adequate undergraduate collections becomes essential.

Following earlier recommendations reformulated by Shank, further study should be made of a system of well developed, publicly accessible, undergraduate collections, conveniently spread throughout the New York metropolitan area. These libraries should serve as bibliographical centers as well. The forthcoming opening of The New York Public Library facility on 40th Street seems to be a major step toward the goal of having total library facilities, direct and indirect, available to all.

Corporate special libraries in the New York area are not very well represented in METRO. Nine of the ten important special libraries that have joined the METRO ranks are in non-profit agencies. In our recommendations we did not make specific provisions for special libraries as we consider them along with other research libraries, with a potential to serve a wider audience, direct or indirect. As some of the nation's finest research collections are in New York special libraries, the success of SHARES may very well depend on the degree of involvement of those libraries.

Shank has made several recommendations with regard to the libraries emphasizing science and technology. The New York medical libraries have made great progress in joint activities. Cooperative arrangements between libraries with similar subject interest, such as the theological libraries, are in existence. We should like to urge the further development of groupings of special libraries with comparable subject interest. Possibilities for agreements on cooperative collection development, centralized processing, shared retention, etc. seem plentiful. METRO's role should be stimulating but not operating. Additional studies, especially in the fields of the biomedical sciences, humanities, and social sciences will be essential to evaluate the quality of the holdings in the area, the accessibility of the collections, and the needs and potential for cooperative agreements.

The *small academic libraries* are in many ways the victims of the times. Their sponsoring institutions are very short on operating funds; still the libraries are under continuous pressure to support ever increasing academic programs in a heavily expanding book world. More books and journals at higher prices, to be acquired with inadequate funds and to be serviced by underpaid staff, is a general dilemma. As their problems and desires show a great similarity we have drawn up a series of recommendations which will be helpful only to a limited degree. It is only within a larger framework that real solutions can be found, and we have tried to indicate some directions.

1. It should be each institution's responsibility to support its library adequately up to the level required to serve curriculum needs. Each library should be responsible for housing those materials, the little-used included, servicing the collection, and maintaining a sound acquisitions program. Goals for growth should be set .

2. Active weeding programs are essential. College libraries lose their effectiveness if the stacks are full of obsolete books. Although claims are made that weeding is too expensive, it is certainly not more difficult than selecting and processing for storage.

3. Libraries in convenient geographical locations should join together, associate or centralize their administrative and material processing departments, and jointly develop collection responsibilities for each participating library. Some of these cooperatives have already started and although the developments are slow, the signs of success are there. Within these library groups it may be desirable to organize a first stage storage area for infrequently used materials still considered important for the support of teaching needs.

Far more important than storage however will be successful programs in cooperative collection development and acquisitions. Although agreement on division of responsibility among several libraries is essential, the agreement alone is not enough to accomplish it. Only in a very few cases have arrangements based on mutual understanding worked. Essential to success will be the centralization of decision making and processing mentioned earlier. Not only will it be easier to eliminate unnecessary duplication of material but it will provide opportunities for far more comprehensive and balanced collections. Duplication is the usual reason for cooperative acquisition programs, but it has been our experience that development of comprehensive and reliable collections is a better argument. Saving money through extensive committee meetings has not always proved to be the best economy.

The development of a written acquisitions policy, jointly produced by library staff, faculty, and college administration, is considered indispensible. METRO's role in these developments can be very important. Through studies and meetings, potential partners should be brought together, and group activities should be incorporated in SHARES.

4. Materials held in these libraries that are no longer of importance to the primary needs of a library's constituency should be withdrawn and deposited in the assigned METRO repository. The SHARES recommendations provide for a cooperative retention system.

5. The generally expressed fear among college librarians of accreditation problems if they weed their collections or deposit their obsolete materials seems unjustified. Accrediting officials of the Middle States Association have told us that quality and not size is the measuring standard. Moreover, guaranteed access to larger collections for the library's patrons is considered a major advantage. Still it might be useful if the accrediting agencies were to make a public statement, so that unjustified but omnipresent misconceptions are eliminated.

6. Temporary storage problems may be solved by using available, but in some cases not readily accessible, space in other libraries. There are examples of this procedure already, *e.g.*, Sarah Lawrence College has 6,000 volumes stored in the Yonkers Public Library. The Queens Borough Public Library reports short-term availability of space for 100,000 volumes.

7. As stated above, more important than anything else for these small and medium sized libraries is the matter of access to or communication with large research libraries. Referring to our statement (1), we feel that it is the responsibility of each academic institution to provide research opportunities for its own faculty members and graduate students. Many schools already provide leaves of absence, travel money, etc. but the concept of underwriting access to other libraries has not been fully accepted. This may be due to the generosity of large academic libraries in opening their doors to individual qualified scholars. This access cannot be considered a right, and individual libraries or library groups should consider negotiating

with large research libraries in the area offering to compensate them adequately for the right of access to the research collections needed by their doctoral students and faculty members. METRO's role in this could be very important. Acting as the regional agent of the State, it should seek massive additional funds to secure broader access to unique resources. It is with the discussion of the *large academic and research libraries* that we are facing the real issues of our survey. Not only does the initiative of this project stem directly from the larger libraries, it seems that no cooperative action of METRO can be effective without the active support of these libraries.

We have spent a large amount of our investigating time with librarians representing research libraries and most of the ideas developed in this report are derived from these discussions. It is an interesting fact that the differences of opinion on solutions for duplication of expensive materials and storage of little used materials have not basically changed from the description we gave in our first chapter. Although we did not encounter any "dark jealousy," the sense of rivalry and competition still seems to prevail. There is a general lack of knowledge and understanding of programs, efforts, and problems among these libraries. Yet many things have changed. METRO has proved to be a very effective meeting place where differences of opinion have been discussed frankly. The uncertain financial future of many libraries forces them to look to their neighbors for possible solutions to their problems.

In order to further improve the cooperative climate, we suggest that METRO sponsor regular meetings among librarians with comparable professional interests, especially at the middle management level. It is there that the practical aspects of the suggested cooperative programs will be implemented or buried.

Before trying to tackle the storage problem of the New York research libraries, we will discuss the problems and possible solutions of joint acquisitions and coordinated collection development. The elimination of duplication of expensive materials through cooperative acquisitions programs has only in a very few cases been successful in the past without a large degree of centralization. This centralization includes decision making and processing.

As METRO does not have the power to control its member institutions, elimination of duplication on a more than incidental scale may not be easily accomplished. Our skepticism towards elimination programs dates from our own experience and from the fact that during many discussions hardly any suitable examples were brought forward. The knowledge that a particular item was available elsewhere in the city has not kept any librarian from purchasing it if it was wanted.

The lack of communication between selection librarians is an immediate and definitive barrier to cooperative action, but, on the other hand, the decision making process in most New York academic libraries is unbalanced and unpredictable. The notable lack of collection coordinators at the highest administrative levels makes existing policies and agreements extremely vulnerable to the pressures of faculty members. Still, there is a generally expressed feeling that "something" ought to be done. It is especially the expense of large microfilm projects, such as the much-discussed "Mexican archives" project, that worries librarians. We fully recognize the problem and our proposals call therefore for a modest beginning with a joint acquisitions board as part of the SHARES Action Program B-1. We have been careful not to be too optimistic and drastic. Much of the success will depend on the imagination, tact and persuasiveness of the METRO coordinator and the willingness and the ability of the individual librarians to implement the decisions.

The more effective cooperative acquisitions plans are designed to ensure a more comprehensive and balanced coverage, rather than to avoid duplication. Farmington Plan, LACAP, PL 480, all have the effect of adding to the available resources. Many libraries in the area participate in these and other programs and as the need develops, others will follow.

Although an investigation into obvious needs for development of specific subject collections should

have been part of this survey, there was not enough time, and neither were there adequate data gathering tools, to do even a beginning job. Shank has made several recommendations to improve collections in the public domain in the fields of science and technology and has indicated the urgent need for a survey of the biomedical sciences. We strongly recommend that a detailed survey of the present holdings in the humanities and social sciences be done to evaluate the quality and accessibility of the already available collections and to make recommendations for support.

METRO can play a unique role in these developments. Incorporated into the SHARES program, this should develop into a major opportunity for fund raising from various sources. Naturally, all programs should be fully coordinated with those sponsored by the State. We do not see present possibilities for active cooperation in the field of technical services between the various large libraries. The developments on the national and international level under leadership of the Library of Congress will provide ample opportunities for standardizing and streamlining of individual operations.

Many of the large academic libraries, suffering financial pains, can no longer adequately support and service those special collections which are to be considered essential for the area and sometimes for the nation. Many of these collections are already accessible to the public in practice and the librarians of those institutions take their public responsibility very seriously. Support from government sources or foundations has proved to be inconsistent and it seems a clear-cut case for METRO to try to combine all possible resources to help.

A good example and an urgent one, is the collection of technical reports in the Columbia University Libraries. Due to the lack of continuing outside financial support, the library administration has been unable to maintain and expand desirable services and has found it necessary to discontinue some current subscriptions. This, of course, is a very alarming development and we urge immediate METRO action. Support and administration should be incorporated in SHARES. We wholeheartedly agree with Logsdon as he states:

"A strong center could be built at Columbia at much less cost than starting up a new center elsewhere."[1]

It is on this pattern, building on existing strength, convenience, and feasibility that we have developed our further plans.

No figures on space needs are available and although we feel that in general the matter is not of the greatest urgency, if no far-reaching decisions are made now, the problems may be too large to handle in the future. Notably those libraries actively engaged in developing building plans, such as on a number of campuses in CUNY, New York University and Columbia University, need to be advised on the cooperative storage potential in the area.

After careful study and extensive discussions we have reached the conclusion that the creation of a separate storage facility for METRO would not be desirable at this time. An important argument was the lack of any quantitative data and the lack of firm commitments of librarians, except for short term use of the space. But far more essential was the discussion on storage versus retention.

Plain storage of bulky, little used materials can of course be organized economically by each individual library. Compact shelving in inexpensive buildings is not a virtue of cooperative actions only. Moreover, we feel that each institution should assume responsibility for the organization of those materials still considered important to its patrons. If material is so infrequently used that its remote storage and consequent delay in service does not create problems, one copy in most cases might be sufficient for the whole area. The matter of elimination of duplication then becomes important and we have entered the stage where we are talking about the saving of the last copy, or retention.

Retention could of course very well take place in a separate facility, provided that title to the materials were transferred to the separate agency. The building and operation of such a facility would not only be

[1] Richard H. Logsdon, Director of Libraries, Columbia Univ. in a letter dated Dec. 28, 1967 to the METRO board.

extremely expensive, but would also be difficult to achieve because a number of librarians believe that it should be financed by "others." Even then the problem of elimination would only be solved for deposited materials, many of which would still be in the larger libraries, and the effect for the region would be minimal.

Drawing on our previous statement that cooperative plans should be built on existing strength we therefore propose that METRO contract with a large library in the New York metropolitan area to serve as its regional retention center. As such a library is likely already to have many of the items that other libraries may want to deposit, the elimination effect would be highest. Moreover the deposited materials would be housed and could be consulted with materials in the same field which certainly would increase their usefulness. We have outlined guidelines for an organizational and financial solution in SHARES Action Program C-1.

We envisage storage and retention in two major phases. After a library decides that the limited use of certain materials does not justify their taking prime shelf space, it can decide to store these materials in a delayed access area. Conveniently located libraries may very well decide to join forces in such an operation. The same applies to groups of libraries that are tied together in the same administration, *i.e.*, the CUNY libraries. If, after a period of time, the use of these materials falls below the level that the library is willing to hold, they would be transferred to the METRO retention center. Naturally, the first phase can be eliminated if a library chooses.

We have investigated a number of possibilities, but it is very clear that the advantages of concentrating the retention efforts around The New York Public Library would be enormous. The Research Libraries of NYPL, as a private institution serving the public, fulfill a unique role in the scholarly world and certainly in scholarly New York. Researchers and students from everywhere use the collections regularly and many an academic program at New York universities and colleges can be offered because of the availability and accessibility of the books and journals in NYPL. Although plagued by financial problems, NYPL is actively seeking support for ambitious programs and has proposed financial and service connections with the State University of New York and the City University of New York. Shank has made a series of recommendations regarding the establishment of a science center for the New York area as part of the NYPL operations. The opening of the undergraduate facility at 40th Street will add another fine dimension. The NYPL holdings are strong in almost every field except in the biomedical sciences, law and theology.

A METRO contract with NYPL would meet many important requirements; high elimination rate, convenient location, fine staff, excellent reference tools, available to the public, and accessible statewide through NYSILL. NYPL administrators have assured us that space problems could be solved. Through the proposed publication of its card catalog, the immediate identification of duplication will be possible. The noncirculating policy at NYPL is a serious handicap and we recommend that efforts be made to allow circulation of very little used materials. It is in this context that we suggest that NYPL should become the Second Regional Depository Library for U. S. government documents in New York State.

The already existing and well-publicized Medical Library Center of New York would be an attractive METRO choice as repository in the field of medicine. It serves in this capacity already for the medical libraries and, for instance, Columbia is depositing doctoral dissertations in the Center.

The housing of collectively acquired materials should not create any problems. This report follows established tradition and recommends that materials should go to the library where their usefulness will be optimal. The projected SHARES committee should decide on these matters.

METRO'S

Shared Acquisitions & Retention System

(SHARES)

ACTION PROGRAM

A. Project officer

1. Metro should appoint a senior officer to be in charge of the SHARES program and to develop its implications. Initially, he could also be responsible for communications and transportation.

B. SHARES acquisitions programs

1. SHARES should organize a permanent machinery to coordinate acquistions of specific expensive or bulky purchases among member libraries. Permanent members of this SHARES acquisitions committee should be the selection librarians of the major research libraries and the responsible METRO officer, with invited members of other university and college libraries, public libraries and special libraries if the subject of the materials falls into their domain. Any member of METRO may suggest items for purchase. The decisions of the committee should be published periodically.

2. An evaluation of the many cooperative acquisitions agreements actually in operation will be essential and the results should be incorporated into larger plans. SHARES should stimulate further development of bilateral and multilateral acquisitions agreements in the city.

The committee should also review the various existing and forthcoming major blanket order programs in an effort to eliminate unnecessary duplication through divisions in responsibility.

3. SHARES should stimulate the development of important microfilm projects.

4. SHARES should apply through METRO for funds from New York State, the federal government or from foundations to enable the purchase of materials to be considered essential for the region or the

nation. Such jointly acquired materials will be placed in the most desirable location or in the assigned METRO repository.

5. SHARES should study the necessity of support for specific subject collections in the METRO region. In addition to Shank's recommendations in this respect, special attention should be given to the biochemical sciences, the social sciences and the humanities. Requests for outside financial or organizational support should be developed by SHARES. Emphasis should be placed on those collections which are to be considered of vital regional or national interest and for which the burden of upkeep and servicing becomes too much for the responsible institution.

6. SHARES should develop long range plans with regard to cooperation in acquisitions and possibly cooperative and/or centralized processing. Continued study and exploration will be needed in order to evaluate the problems and possibilities.

C. SHARES retention and storage programs

1. METRO should contract with one or more libraries in its geographical area to take responsibility for the retention of last copies of certain types of material or of material in defined subject areas. This retention network will bring little used materials to those places where its usefulness will be optimal. The general terms of the contracts will call for the need for direct access and interlibrary loan if physically possible. The retention center(s) will receive a fixed amount of money for each title handled. Within the limitations of the contract the materials should become property of the designated retention center.

2. The Medical Library Center of New York has indicated a willingness to assume the role of repository for the METRO area for materials in the medical sciences. For most other subject areas, The New York Public Library should be considered as the most effective possibility. The need and possibilities for the se-

lection of other subject repositories, notably in the fields of law and theology, should be explored as soon as possible.

3. Although no specific data are available, there is an apparent need for repositories for certain types of materials. In this connection The New York Public Library should become the down-state Regional Depository Library for U.S. Government Documents, with possible support through METRO.

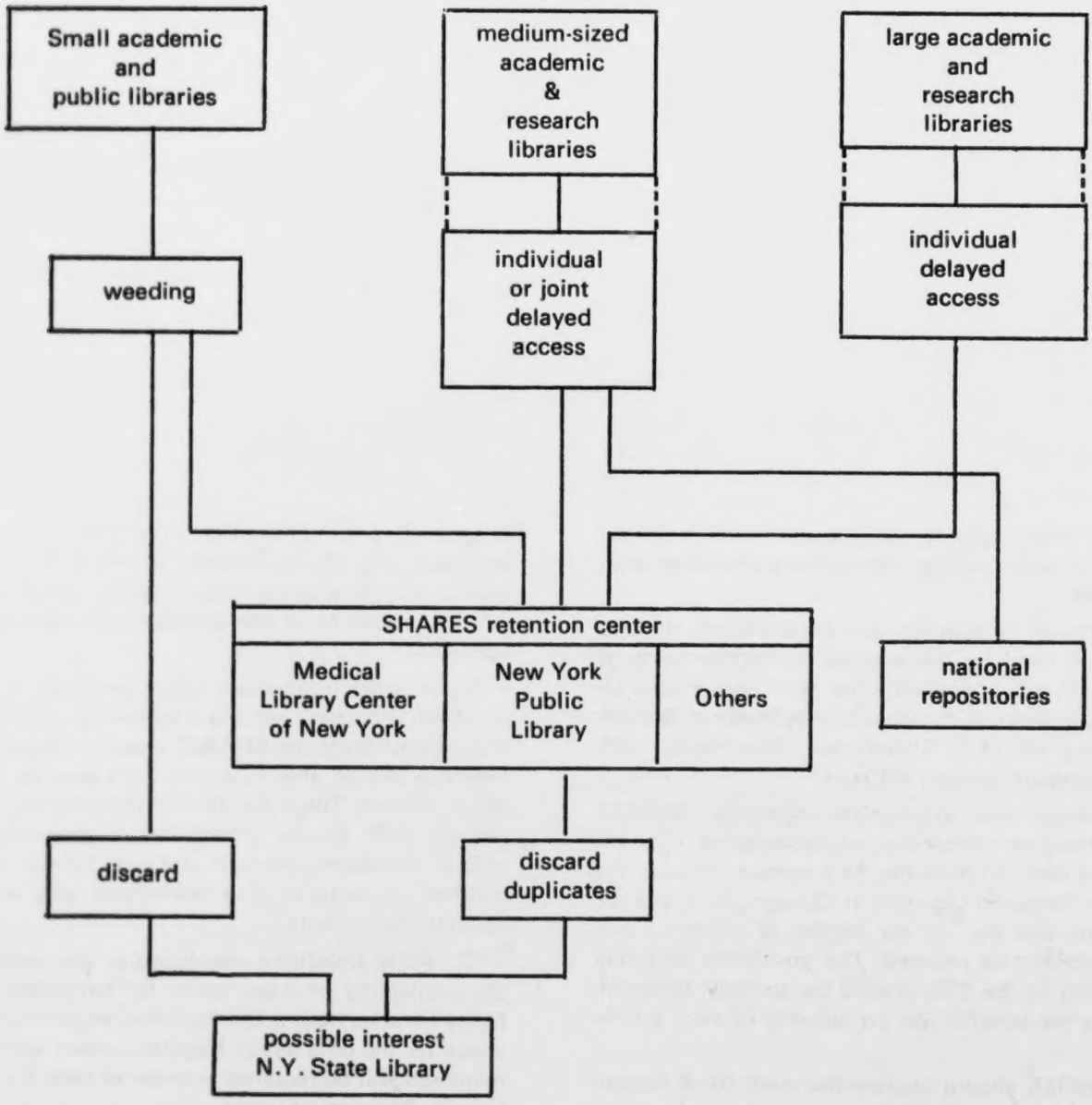
4. Through the appropriate agencies SHARES should stimulate discussion of cooperation with regional and national networks and centers, notably the Center for Research Libraries in Chicago. Only in such cooperation can the highest degree of efficiency and accomplishment be reached. The possibility of group membership in the CRL should be actively explored, as well as the possibilities for subsidy of such a relationship.

5. SHARES should explore the need for a regionally coordinated plan for preserving in some form deteriorating library materials. Pilot projects should be selected and efforts should be made to fund and launch programs using current technological methods. All this should be in coordination with national developments.

6. In order to alleviate space problems in smaller academic libraries, serving a primarily undergraduate educational program, SHARES should stimulate active weeding and be able to advise librarians on this matter, if desired. There are several possibilities for stimulation, such as the publication of promotional materials, standards, manuals and cost figures, the organization of lectures and workshops and assistance through consultants.

7. A file should be developed of the need for and the availability of stack space for temporary storage. Many libraries have active building programs, but need space for the time being. Regular contact with METRO members will be required in order to keep track of this rapidly changing situation.

SHARES RETENTION CENTER



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Appendix A

THE NEW YORK METROPOLITAN REFERENCE AND RESEARCH LIBRARY AGENCY
(METRO)

COOPERATIVE ACQUISITIONS AND STORAGE CENTER PROJECT
(CASC)

Interview Schedule, October 1968

METRO has assigned top priority in its current program to the development of solutions to a number of problems identified by member libraries in the area of book storage and book access. In order to design the best specific solution to meet these problems, a study has been undertaken for METRO by Mr. Hendrik Edelman of the Joint University Libraries in Nashville, and METRO has undertaken to consult with METRO members to supply him with information about needs and preferences. Therefore, we are seeking the answers to the following questions:

1. Would your library be interested in the release of stack space, now or later, by:
   a. Depositing infrequently used library materials elsewhere, still subject to your control and recall?
   b. Transferring title and possession of unused or little-used library materials?

2. Are there any of these services in which your library would be interested?
   a. Establishment of a METRO-operated storage center for holding transferred, deposited, or cooperatively acquired materials?
   b. Delivery service of such materials to member libraries?
   c. Provision of on-site reference and study service at such a center?
   d. Provision of microfilming and other photocopying facilities?
   e. Provision of document restoration and preservation facilities?
   f. Use of existing storage centers (e.g., the Center for Research Libraries in Chicago with three days access time)?
   g. Division of responsibility among METRO members for cooperative storage on a decentralized basis?
   h. Assignment of primary collecting responsibility for sepcified materials among METRO members with guaranteed access?
   i. Acquisition of materials by METRO to supplement local collections?
   j. Other.

3. Some of the types of library materials that have been suggested for consideration in METRO's Cooperative Acquisitions and Storage Center project are the following. Do any of these represent particular interests or needs of your library either for storage cr for access?

   A. Periodicals, serials, miscellaneous
      a. Newspapers
      b. Discontinued serials
      c. Partial sets
      d. Trade journals
      e. House organs
      f. Institutional journals
      g. Observatory publications

h. Society publications
i. Standards
j. Patents
k. Maps
l. Atlases
m. Superseded bibliographical material

B. Books
a. Handbooks (outdated)
b. Textbooks (outdated)
c. Children's books
d. Comic books
e. Translations
f. Dissertations
g. Directories
h. College catalogs
i. Auction catalogs
j. Booksellers catalogs
k. Museum and gallery catalogs

C. Documents and reports
a. Non-depository U.S. government publications
b. Depository U.S. government publications
c. State government publications
d. Local government publications
e. Foreign government publications
f. International agency publications
g. Government research agency publications
h. Technical reports
l. Financial and business reports
j. Geological survey publications

4. In addition to its concern with the Cooperative Acquisitions and Storage Center Project, METRO is exploring other service proposals including adaptations of Dr. Shank's recommendations in METRO Miscellaneous Publication No. 1 and other independent suggestions. Some of these proposals require the collection of facts and preferences from METRO members. In future studies, which survey technique seems best to you?
a. Questionnaires
b. Interviews

5. METRO would like to receive any guides to your library, annual reports, leaflets and other documents to increase its knowledge of its members' resources and activities.

6. A special membership meeting on October 30, 1968 will discuss the Shank Report and METRO's service program. We hope your library will be represented.

Appendix B

METRO MEMBER LIBRARIES

American Museum of Natural History
Barnard College
Briarcliff College
Brooklyn College of Pharmacy
Brooklyn Public Library
Center for Inter-American Relations, Inc.
Chemists' Club
City University of New York
- Borough of Manhattan Community College
- Brooklyn College
- City College
- Graduate Studies Division
- Herbert H. Lehman College
- Hunter College
- New York City Community College
- Queens College

College of New Rochelle
Columbia University
Council on Foreign Relations
Council on Research in Bibliography, Inc.
Engineering Societies
Finch College
Fordham University
Good Counsel College
Interpublic Group of Companies
Iona College
Long Island University
Manhattan College
Manhattanville College
Mary Rogers College
Maryknoll Seminary
Marymount College
Marymount Manhattan College
The Medical Library Center of New York
Memorial Sloan-Kettering Cancer Center
Mercy College
The Metropolitan Museum of Art
Montclair State College
The New York Botanical Garden
The New York Public Library
New York Society Library
New York University
Notre Dame College of Staten Island
Polytechnic Institute of Brooklyn
Pratt Institute
Queens Borough Public Library
St. John's University
Saint Peter's College
Sarah Lawrence College
State University of New York
- College at Purchase
- Maritime College
- Medical Research Library of Brooklyn

Westchester Library System
White Plains Public Library
Yeshiva University
Yonkers Public Library

ACRONYMS

CARES	Central Advisory and Referral Service
CRL	The Center for Research Libraries
CUNY	The City University of New York
DASC	Delayed Access Storage Center
LACAP	Latin American Cooperative Acquisitions Plan
METRO	New York Metropolitan Reference and Research Library Agency
NYPL	The New York Public Library
NYLSA	New York Library Service Agency
NYSILL	New York State Interlibrary Loan
SHARES	Shared Acquisitions and Retention System
SUNY	State University of New York

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